

~~SECRET~~

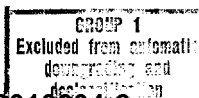
Approved For Release 2000/08/29 : CIA-RDP79-01153A000300010204-2

SECTION IV: STANDARDS OF RECRUITMENT & DEVELOPMENT

1. OEGI has long supported the Recruitment Requisitions system of establishing specific qualifications for personnel recruitment. Detailed job descriptions and position standards form the basis on which the requisitions were prepared. The qualifications are periodically reviewed and updated. Agency recruiters have used these guidelines effectively and OEGI personnel, when assisting in recruiting, apply the same criteria. We recommend the system if periodic review of the specifications is assured.
2. Position qualifications have remained essentially stable during the past four or five years. Recent reviews of all professional recruiting specifications in OEGI have required only minor changes.
3. The personnel that actually EOD, with rare exceptions, have met at least the minimum standards as requested in the recruiting specifications. The majority rated well above minimum. OEGI's record in this respect has been influenced by the relatively small number of personnel involved. If we had been involved with three or four times the number, our selectivity factor would have been less effective and probably more would have EOD'd at the minimum level. There has been no significant change in the past year or two.
4. As stated in item 3, above, OEGI feels that its position standards for recruitment have been effective in procuring qualified personnel. So far we have not been forced to lower the standards in order to find new personnel, the bulk of which result from direct procurement outside the Agency.
5. The Midcareer Program is the vehicle around which OEGI selects its comers* and builds their career development program. Selection is a long process. It involves effective supervision, guidance, and evaluation of each employee during the time he is climbing the ladder. Upon reaching the GS-13 level, he is evaluated as a candidate for the Midcareer Program. In essence, his potential as a comer is established at that time. Career planning, both before and after that "date", is of a positive nature. Training courses are selected to either fill in his substantive background or are directed toward new responsibilities to be assigned. Area familiarization, surveys of cartographic installations, attendance at professional meetings, and the Midcareer Course itself are part of the career plan. OEGI also places special emphasis on selecting persons from the production levels for vacancies at the deputy, or lowest management, levels. This is important because future leadership potential is determined at that time.

*Comers are here identified as those persons with a potential growth factor to reach the branch chief level and above.

~~SECRET~~



Approved For Release 2000/08/29 : CIA-RDP79-01153A000300010204-2

SECRET

6. As of this time, OBGI has the necessary leadership potential built in for the next 10-15 years. We have an identifiable candidate(s) for all positions at the branch chief level and above. It is recognized, however, that to maintain this potential it will be necessary to plan a careful training program. This is particularly important in those areas where technical developments (AEP, etc.) are moving ahead rapidly.

7. Competitive Recruitment Position

a. Other Government Agencies

1. Early in its history, the Agency attracted many highly qualified persons who were stimulated by the mission, the newness, the status, and the progressive attitude of the CIA. It was not an old-line agency. Today, it still offers some of these same attractions -- and it is not quite yet an old-line agency. However, its public image has been suspect in some quarters recently and qualified personnel recruitment could become a problem. It is, therefore, especially important that our professional recruiters be of the highest quality. They, more than anyone else, are in a position to continually build our image and polish it where it becomes tarnished.

2. OBGI also strongly supports the concept of continually maintaining personal contacts with colleagues in the academic world. Our experience has been that much good will results from their visits, and recruitment is aided.

3. The newly developed Summer Intern Program also holds much promise in aiding recruitment of qualified personnel and building the image of the Agency. There are obvious limitations to this program, but possibly it could be expanded.

4. In relation to other U.S. agencies, CIA does not suffer in its grade structure or entrance salaries. It does work under a severe handicap, however, in the time it takes to process a fully cleared applicant. This problem is easy to identify and difficult to solve, but it is a factor in our recruiting efforts.

SECRET

~~SECRET~~

b. Industry - business

OBGI generally has not experienced a competitive situation with private industry. In those few cases where it was evident, we were able to meet the competition in both money and job attraction.

c. Universities

1. Most of OBGI's professional recruitment is at the universities and colleges. Here we have experienced a more serious competitive situation. A high percentage of the qualified graduates, the ones we want, are planning graduate work at the Masters and Ph.D. level with an eye toward the academic world. This is more of a problem today than it was 5 years ago. The demand for teachers is increasing, research potential is high, and salaries are attractive.

2. As stated in item 7a, above, our competitive role can be improved by maximum effort toward maintaining a good image, continuous personal contact with our academic colleagues, and the Summer Intern Program.

~~SECRET~~